INTRINSIC - EXTRINSIC MOTIVATION AND ITS EFFECTS
UPON FEEDBACK AT MID-MANAGEMENT LEVELS

by

JAMES MacGILLIVRAY

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Department of ___Psychology___

The University of British Columbia,
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ABSTRACT

This study was an attempt to determine the relationship between two broad motive patterns or sets and preference for one or the other of two specific types of information which an executive might expect to receive from his superior. An Intrinsic-Extrinsic motive dichotomy was utilized, while information preferences were divided into Job-related and Career-related information.

Data were gathered from ninety-one mid-management executives by means of a paired-comparison questionnaire and a special ranking scale devised for this study. The data were then analyzed on the basis of four clearly defined Motivation-Information groups: (1) Intrinsic -- Job-related (2) Intrinsic -- Career-related (3) Extrinsic -- Job-related and (4) Extrinsic -- Career-related.

Analysis of the results confirmed the following three hypotheses:

(I) Intrinsically motivated executives will prefer job-related information over career-related information.

(II) Extrinsically motivated executives view information generally (i.e.: either job-related or career-related) as more important than do intrinsically motivated executives.

(III) There were a significantly larger number of intrinsically than extrinsically motivated executives.

The fourth hypothesis, that:

(IV) Extrinsically motivated executives will prefer career-related information over job-related information was rejected.

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CHAPTER I

STATEMENT OF THE PROBLEM

In recent years, many problems and setbacks encountered in large organizations have been ascribed to "poor communication" or to a "breakdown in communication". Research on communication in organizations seems to be at the stage in which an attempt is being made to identify some of the variables which are operant within and tend to act upon the communication network. The problem of communication is not a new one. However, research, rather than speculative theorizing, is a fairly recent trend.

The present study is concerned with the relationship between motives and information preferences at the mid-management level in organizations. More specifically, our purpose is to examine two broad motive patterns and to determine what effect, if any, these two divisions of motivational factors have on the specific kinds of information the subordinate needs or demands from his superior in industrial settings.

CHAPTER II

THEORETICAL BACKGROUND

For many years the "Economic Man" motive was considered to be the dominant factor determining the behavior of the person in a work setting. However, research in recent years has demonstrated the operation of a number of motives which might influence the modern industrial worker and executive. Shaffer (1953) and Stagner (1950) indicate that it is now quite evident that some workers are primarily interested in security, others in economic incentives, some in interesting, challenging jobs and still others in status, esteem or promotion.

According to Burns (1959), there are a number of broad underlying social and cultural values which tend to influence and determine our needs and behavior. These are:

1) Emphasis on achievement and success, particularly occupational achievement and acquisition of skills and competence. There is also a tendency to equate personal excellence with competitive achievement measured in terms of income, property, wealth, prestige and power.

2) An orientation towards action, efficiency and the practical, with a tendency to view work as an end in itself.

3) Our combination of natural resources, technological accomplishments, social mobility and our emphasis upon success

and equality has promoted materialism, a pre-occupation
with "creature comforts" and needs, and a somewhat material-
istic measure of happiness and progress.

These broad values and orientations will, according
to Burns, affect our motives for working and have a direc-
tional effect on the goals which we strive towards. The
first stage or "first order" needs, as he calls it, are
physiological needs. The second-order needs or "situational"
needs involve: (1) Need for security and surety (economic
and emotional) (2) Need for opportunity and growth (3) Need
for acceptance and belongingness (4) Need for recognition
and respect. His third-order or "operational" needs stem
from the work itself and the individual's relation to it.

More recently, Porter (1962, 1962, 1963) has carried
out some extensive research on need-fulfilment and deficien-
cies in management and concludes that self-actualization,
autonomy and esteem are the needs which management view as
most important. He further contends that self-actualization
and autonomy needs are seen by all management levels as the
most important and least fulfilled types of needs, and that
they are probably the most critical psychological need areas
for organizations to consider in their relations with their
managers and executives.

It has frequently been suggested that values may be
classified as intrinsic or extrinsic; as those which are

inherent in and derived from the activity or object itself,
or as those which are the outcomes or concomitants of
having the object or participating in the activity (Super,
1962). Rosenberg (1957) identifies the following value
complexes in his study of the values of college students:
the self expressive (intrinsic) people and the extrinsic-
reward (money-security) type people. Not only has this in-
trinsic-extrinsic dichotomy been applied to value complexes,
but it has also been utilized in classifying interest and
motive patterns. Darley et al (1955) and Fryer (1931) made
use of the intrinsic-extrinsic model in their measurements
of vocational and job interests, while Ginzberg et al (1951)
suggest that significant satisfactions from work fall into
three distinct, though related types. These are: (1) Rewards
(monetary and prestige) (2) Concommitants (social and environ-
mental) and (3) Intrinsic satisfaction (pleasure in the
activity and in the accomplishment of specific ends.).

Two studies (Herzberg, Mausner and Snyderman, 1959;
Gurin, Veroff and Feld, 1960) have grouped various motiva-
tional factors in the work setting into two fairly distinct
categories. In essence, these two models closely resemble
one another and are both very similar to an intrinsic-extrin-
sic classification. The Gurin study used an extrinsic-ego-
motive model, while Herzberg and his associates used a
hygiene-motivation dichotomy. Although other studies (Brown
1954; Likert, 1956) have classified work motives into three

or four categories it seems that a two-way classification
scheme, similar to the Herzberg and Gurin models, could
adequately account for the motivational factors influencing
the industrial executive. The present study assume that
an intrinsic-extrinsic dichotomy will adequately differen-
tiate the primary motivating factors in the mid-management
level working environment. An intrinsic-extrinsic dicho-
tomy will now be outlined along with an explanation of the
rationale for dichotomizing the motivational factors.

Intrinsic Motivation

In the intrinsic motivation category the focus is upon
the individual's actual performance of the work or task. The
contention is that the actual work activity is the primary
motivating factor and that the tasks are viewed as an end
in themselves and are the main source of satisfaction. Here
then, the incentives are in the actual job performance. The
motivational factors included within this particular category
for the present study are as follows:

(1) Interest

(2) Challenge

(3) Creativity

These factors attempt to get at the nature of the work
itself as it appears to the individual; whether it is inter-
esting and challenging, allows a person to use his own ini-
tiative and creativity and to realize the use of his potential
ability.

Extrinsic Motivation

In the extrinsic motivation category, the contention
is that the incentives lie "outside" the job activity itself
and that job performance is viewed as instrumental to some
external goal or end. The primary motives are thus the
benefits which accrue from, and are commensurate with,
occupying a particular position. The motivating factors in
this particular category are as follows:

(1) Status, Prestige, Esteem

(2) Security

(3) Economic Incentives

(4) Recognition (Promotion-Advancement)

These factors relate to the security one's position may
afford, the salary offered, promotional opportunities and the
status commensurate with holding a particular position.

Other Motivating Factors

It is impossible, in some cases, to create a completely
comprehensive classificatory scheme. The extent to which
one's goal are extrinsic or intrinsic depends upon the parti-
cular situation in which they exist (i.e. such factors as
power and autonomy can, depending upon the situation, be
viewed as either extrinsic or intrinsic motivators.). It
is beyond the scope of this paper to effectively deal with
these "mixed" factors, consequently, they have been omitted
in favour of a relatively clear-cut and more arbitrary
classification.

Feedback

If, then, it bears true that man's behavior in his work setting is determined by more than one motive, it seems reasonable to assume that he should require information relative to his progress in achieving his goals, and, that this information may be of a specific nature, depending upon the motive factors involved. This "secondary" information or feedback informs the individual as to the results of his actions and may give him information with regard to an evaluation of his progress. For example, workers or executives primarily interested in advancement may want to know "how well they are doing" or "what the chances are for promotion". On the other hand, individuals motivated primarily be security may want to know to what extent the job is permanent.

Nokes (1961) defines feedback as a reality-orienting process and in cases where feedback, for one reason or another, is defective there is imperfect contact with reality. It has also been noted by Stagner (1950) that one of the primary areas of dissatisfaction among workers and executives is a "lack of knowledge regarding whether work is improving or not". This is quite clearly a lack of feedback to employees about the results of their activities.

According to Read (1963), effective organizational functioning depends not upon maximum, but upon an optimum of

information exchange. Probably a number of factors are
involved in establishing an optimum level: the particular
functions performed by the individuals, the personalities
of the persons involved and their needs or goals. According
to this author, emerging out of interaction over a period of
time, a superior and his subordinate tend, implicitly, to
work out a pattern or program of information exchange based
upon mutual expectations of what information should be ex-
changed. By a process of testing and feedback, of trial and
correction, each finds out what is expected of each other
in terms of information requirements. Thus, distinguishable
and stable patterns of information exchange are built up.
What, then, can we expect to find regarding the information
which mid-management executives (depending upon whether they
are intrinsically or extrinsically motivated) demand of their
superiors? Our purpose here is to examine two specific
types of information: (1) Job-related Information and (2)
Career-related Information.

Job-related information is here defined as that infor-
mation which pertains to the actual nature of the work or task
itself and with any factors which might tend to influence the
individuals sphere of activity. That is, job-related informa-
tion is information which deals directly with what the person
"does". On the other hand, career-related information is de-
fined as that information which is related to promotional
opportunities, economic incentives, security, etc. In essence,

it is not information relating to the work which the individual does, but rather, information dealing with the various benefits commensurate with occupying a particular position in the organizational hierarchy. This type of information is necessarily mediated by the individual's superiors and is usually dependent upon an evaluation of his career progress, i.e.: "how well he is doing".

The main contention of our study is that individuals, depending upon whether they are intrinsically or extrinsically motivated will demand either job-related or career-related information from their superiors. We do not necessarily propose that mid-management executives will demand one class of information upon all occasions, but, that they will, in the main, attach primacy to either job-related or career-related information, depending upon their basic motive pattern.

CHAPTER III

STATEMENT OF THE HYPOTHESES

Since intrinsically motivated individuals have been de-
fined as persons whose primary source of satisfaction is in
the work itself, it seems reasonable to conclude that infor-
mation specifically related to that work, i.e.: job-related
information would be of primary importance to them.

HYPOTHESIS I:

Intrinsically motivated individuals will view job-
related information as being more important than
career-related information. That is, they will pre-
fer or place greater emphasis on job-related than
career-related information.

On the other hand, we have pointed out that extrinsically
motivated persons are primarily interested in the benefits
commensurate with their position. They are interested in the
job, not so much as an end in itself, but rather as a means
to an end. Consequently, their focus of attention is probab-
ly not upon information regarding the work itself, but rather
on information regarding the tangential benefits associated
with their particular position. Such benefits are usually
associated with the superior's evaluation of the subordinate
in his job, and information regarding these benefits is likely
mediated through the boss. Thus, we might expect to find an
extrinsically motivated executive demanding or showing

preference for career-related information, that is, he wants
to know "where he stands" or "how well he is doing".

HYPOTHESIS II:

Extrinsically motivated individuals will view career-
related information as more important than job-related
information.

Intrinsically motivated individuals, since they view the
performance of the job as the primary motivating factor, are
likely to be in continuous contact with their primary goal
object and source of reward. For this reason, they are un-
likely to require or demand extensive information or evaluation
from an external source, as they are capable of informing
themselves as to the degree to which they may be attaining
desired ends.

On the other hand, extrinsically motivated individuals
view the benefits commensurate with their position as the
primary motivating factors. The goal object, in this instance,
is external to the actual performance of the work, and rewards
depend upon evaluation by an external source. Consequently,
they require information regarding their progress and achieve-
ment from this external source, in this instance, their su-
periors. If we accept the foregoing rationale, our third hy-
pothesis is as follows:

HYPOTHESIS III:

Those executives who are extrinsically motivated will
view feedback from their superiors as being more im-

portant than do those executives who are intrinsically motivated.

The fourth hypothesis is based upon the experimental findings of Porter (1962, 1962, 1963) that self-actualization and autonomy needs are the most important and least fulfilled types of needs. The intrinsic motivation category as outlined in this study bears some similarity to the self-actualization concept utilized by Porter. If this similarity bears true then we might expect to find results paralleling those of Porter.

HYPOTHESIS IV:

There will be a significantly larger number of intrinsically motivated individuals than extrinsically motivated individuals among mid-level executives.

CHAPTER IV

RESEARCH DESIGN

I Sample

The subjects were selected from middle-management levels
of four organizations. The basic requirement was that the
supervisory position of each of these individuals be preceded
by at least one subordinate position with supervisory capacity
and followed by at least one superior position with super-
visory capacity. The breakdown of the four companies is as
follows:

Company A

The head office of a large insurance company in Toronto. The
total number of subjects selected here was 16 supervisory per-
sonnel.

Company B

This group included 37 members of the administrative staff of
a branch of the B.C. Civil Service.

Company C

Twelve executives from the administrative staff of the City
of Vancouver Social Welfare Department.

Company D

This group included 27 junior executives from a large Vancouver
Retail Merchandising firm.

In all 92 cases, the individuals selected met with the
previously stated requisite for inclusion in the sample.

II Method

    (1) Questionnaire Measures

        (a) Independent Variable

A paired comparison questionnaire was developed in order to provide an objective measure whereby each executive could rank order the importance of their motives for working in a particular job. The three intrinsic and four extrinsic motives (i.e.: the independent variable) were compared here (see Appendix Z). Ross' (1934, 1939) scheme for the optimal presentation of pairs has been utilized in the present study. This method avoids bias which may result from the grouping or patterning of the items. In this scheme each specific motivating factor appeared equally often and was alternated in first and second position in the pairs as far as conditions permitted, and each particular motive statement was separated as far apart in the pairs as possible before appearing again. In this study each of the seven motives was paired with every other one, giving a total of 21 pairs.

Mimeographed copies were given to each subject personally with the instructions that they check off their answers in the square corresponding to the motive in each pair of statements which they felt came closest to indicating their motive for working. Even though there might not be a plausible choice in each case, nevertheless each subject was asked to indicate a choice in each pair of questions.

(b) <u>Dependent Variable</u>

The dependent variable in this study was the type of information, either job-related or career-related, which the executive viewed as most important to him in his work. This data was collected by means of a questionnaire which required the subject to rank order five statements which pertained to practices which were likely to be carried out by his superior (see Appendix B). One of the statements referred specifically to job-related information (the last statement) and another statement referred specifically to career-related information (the third statement). <u>The other three statements in the questionnaire were included to allow for variable ranking of our two information items and also as a means of collecting data for another study.</u> They were, for this study, "dummy" items.

(2) <u>Statistical techniques used in analysis of the data</u>

(a) <u>Intrinsic-Extrinsic Motivation</u>

An operational definition of intrinsic and extrinsic motivation based upon the responses to the paired-comparison questionnaire was arrived at in the following manner.

(i) Since the three intrinsic motives are compared with one another on the paired comparison questionnaire then <u>three</u> of the total 21 responses <u>must</u> be answered in the intrinsic direction.

(ii) Since the four extrinsic motives are compared with one another on the questionnaire, then <u>six</u> of the total 21

responses must be answered in the extrinsic direction.

(iii) This leaves 12 of the responses free to vary in either an intrinsic or extrinsic direction.

(iv) If the 12 responses on the questionnaire free to vary in an intrinsic or extrinsic direction are answered in the following manner: 6 intrinsic and 6 extrinsic, this will be called a Mixed motivational type.

(v) If the results are such that of the 12 items which may be answered in an intrinsic or extrinsic direction, 7 or more are marked in the intrinsic direction, this will be called an Intrinsic Motivational type.

(vi) If the results are such that of the 12 items free to vary in either an intrinsic or extrinsic direction, 7 or more are answered extrinsic, then this will be called an Extrinsic motivational type.

(b) Testing the Hypotheses

A Chi Square test for single samples was used to test hypotheses 1, 2 and 4. A Kolmogorov-Smirinox test for two independent samples was used in the analysis of hypothesis number 3. Hypotheses will be accepted at the .05 level of significance.

CHAPTER V

RESULTS

The data was analyzed on the basis of four clearly
differentiated groups.

(1) Intrinsic - Job-related -- Intrinsically motivated

individuals who rank job-related information

higher than career-related information.

(2) Intrinsic - Career-related -- Intrinsically motivated

individuals who ranked career-related information

higher than job-related information.

(3) Extrinsic - Career-related -- Extrinsically motivated

individuals who ranked career-related information

higher than job-related information.

(4) Extrinsic - Job-related -- Extrinsically motivated

individuals who ranked job-related information

higher than career-related information.

RESULTS RELATING TO THE SPECIFIC HYPOTHESES

Hypothesis I

The Chi Square value from Table 2 comparing intrinsically
motivated subjects selecting either job-related or career
related information as most important, is significant at less
than the .001 level. These results confirms our hypothesis
that intrinsically motivated executives will view job-related
information as more important than career-related information.

TABLE 1

A BREAKDOWN OF MOTIVATION-INFORMATION
GROUPS BY COMPANY

Motivation-Information Categories	Company				Total
	A	B	C	D	
Intrinsic-Job-related	10	21	9	15	55
Intrinsic-Career-related	4	4	2	5	15
Extrinsic-Job-related	1	3	1	3	8
Extrinsic-Career-related	0	7	0	0	7

TABLE 2

COMPARISON OF INTRINSICALLY AND EXTRINSICALLY
MOTIVATED SUBJECTS AND THEIR SELECTION
OF EITHER INFORMATIVE OR EVALUATIVE INFORMATION

Motivation	Highest Ranked Information		X^2
	Job-Related	Career-Related	
Intrinsic	55	15	22.8*
Extrinsic	7	8	.006

* Significant at   .001 level.

Hypothesis II

On Table 2 the Chi Square value comparing extrinsic executives on their ranking of job-related and career-related information is not significant. Thus our hypothesis that extrinsically motivated individuals will view career-related information as more important than job-related information is not supported.

Hypothesis III

Table 3 outlines the distribution of the ranks which intrinsic and extrinsic executives assign to the information which is most important to them. In this case we are interested in the highest ranked statement pertaining to receiving information of any type, whether job-related or career-related. The Chi Square value of 3.898 as determined by the Kolmogorov-Smirinov Test is significant at the .05 level of significance. These results support the proposition that extrinsically motivated individuals will view feedback (i.e. information) from their superiors as being more important than do those persons who are intrinsically motivated.

Hypothesis IV

Table 4 outlines a breakdown of the distribution of intrinsic and extrinsic executives over the four companies. Analysis of the data gives a Chi Square value of 35.4 which is significant at less than the .001 level. These results are in support of the hypothesis that there will be a significantly larger number of intrinsically than extrinsically motivated executives.

TABLE 3

A COMPARISON OF THE NUMBER OF INTRINSIC AND
EXTRINSIC SUBJECTS AND THE RANK THEY ASSIGN
TO THE INFORMATION (EITHER JOB-RELATED OR CAREER-
RELATED) WHICH IS MOST IMPORTANT TO THEM

Rank of Information	Number of Intrinsic and Extrinsic Ss	
	Intrinsic	Extrinsic
1	14	6
2	27	7
3	27	1
4	2	1
		x^2
		3.897*

* Significant at .05 level

TABLE 4

A BREAKDOWN OF THE INTRINSICALLY AND EXTRINSICALLY
MOTIVATED SUBJECTS BY COMPANY

Motivation	Companies				Total
	A	B	C	D	
Intrinsic	14	25	11	20	70
Extrinsic	1	10	1	3	15
Mixed	1	2	0	3	6
					x^2
					35.4*

* Significant at .001 level

CHAPTER VI

DISCUSSION OF RESULTS

The results of the present study confirm three of the hypotheses and lead to rejection of the other. It appears that one's motive patterns, as defined in the present study, have a partial directional effect on the type of information which a subordinate prefers or demands from his superior. More specifically we found the following:

(1) Intrinsically motivated executives view job-related information as more important than career-related information.

Also, it appears that being either intrinsically or extrinsically motivated affects the degree of importance which an individual attaches to information of any sort, either job-related or career-related. We found that:

(2) Extrinsically motivated executives viewed information as being more important to them than did intrinsically motivated executives.

There is also some support for the proposition that the executive population is primarily motivated in their work by such factors as challenge, interest and creativity, rather than by more materialistic benefits such as salary, security, promotion and prestige. Our specific finding was that:

(3) A significantly larger number of the executive population in the present study was intrinsically rather than extrinsically motivated.

Our final contention, that the extrinsically motivated executives will view career-related information as more important than job-related information was not supported by the results of the present study. For one thing, the small number of extrinsic executives in the study is likely to lead to less stable results. In addition, since our extrinsically motivated individual views information, per se, as being more important or crucial than does the intrinsic person, it might well be that he is more sensitive to _any_ feedback from his superior, whether it be career-related or job-related. Such a situation might well confound any directional effect from a particular motivational set.

One might also propose that the intrinsic individual has achieved a better developed level of adjustment than the extrinsic person, and consequently can better direct his attention to information which is more relevant to him in his work. The basis for assuming that the intrinsic executive has achieved a better level of adjustment is the assumed similarity between intrinsic motives and self-actualization. Maslow (1954) proposes that self-actualization is an advanced stage of personality development. Thus, we might propose that individuals who are approaching such a stage of development are better able than those not in this position to direct their attention to information relevant to their work and own personal satisfaction. They are likely to be less vulnerable and better able to overcome frustrations which might disrupt them in their work.

The results of the present research only tend to add
to our ever-increasing awareness of the numerous and intri-
cate factors which influence information exchange in indus-
trial and other type organizations. Our outmoded assumption
that information flows relatively freely between individuals
reflects a position which is no longer tenable. Read (1962)
found that there was a significant negative correlation be-
tween mobility aspirations and accuracy of upward communica-
tion. The relationship was even greater when subordinates
held low trust in their superiors' motives and intentions.
These results, according to Read, indicate that the motives
and attitudes of organizational members strongly affect the
manner in which, and the degree to which, they exchange in-
formation. Also, the work of Mellinger (1956) and Cohen
(1958) supports the contention that attitudes, motives, and
position in the organization structure have specific effects
upon information flow.

The implications from the present study are first: that
particular motive sets influence one's sensitivity to infor-
mation and, in some cases, direct attention towards particu-
lar types of information. It might well be then, that parti-
cular motive patterns not only affect sensitivity of reception
of information but, in addition, they may have some influence
on the transmitting or sending of specific categories of
information. The existence of a situation in which we have
one individual who has a tendency to transmit more frequently
one particular type of information to his subordinate, while

his subordinate may view as important, and be sensitive to, some other category of information, might well result in disharmony in their interpersonal relations and a breakdown of optimum information exchange. As pointed out by Read (1963) such a superior-subordinate pair may be unable to work out a pattern or program of information exchange based upon mutual expectations with the result that a stable communication pattern may fail to become established.

Secondly, the study provides evidence that individuals who bring different patterns of goal-seeking to the work place have different expectations of the supervisory function, demanding different kinds of behavior from supervisors. It indicates that rigidly standardized methods of supervision, such as a highly "programmed" system of performance review to fit all subordinates, are brought into serious question.

The present study, then, reinforces the fact that much research will be required in identifying, much less solving the "communication" problems which beset the administrative hierarchy in organizations.

CHAPTER VII

SUMMARY AND CONCLUSIONS

The purpose of the present study was to investigate the hypothesis that different motivation sets for working exist within the mid-management executive group, and that these different motive sets will have some specific effect, firstly, upon the type of information desired, and secondly, upon the importance attached to such information.

This question was examined by comparing executives on an Intrinsic-Extrinsic motivation dichotomy, with regard to the type of information which they prefer, either Job-related or Career-related, and by determining the degree of importance (i.e.: rank) which they assign the information variables on a special scale.

Data were collected on 91 mid-management executives from four organizations by means of a paired-comparison questionnaire and a ranking scale specifically designed for this study. Four hypotheses were proposed:

(1) That intrinsically motivated executives would prefer job-related rather than career-related information.

(2) That extrinsically motivated executives would prefer career-related rather than job-related information.

(3) That extrinsically motivated executives would view feedback (i.e.: information) from their superiors as being more important than would intrinsically motivated executives.

(4) That there would be a significantly greater number of intrinsically motivated executives than extrinsically motivated executives.

The results confirmed hypotheses (1), (2) and (4) while leading to the rejection of hypothesis (3). Thus it appears that motive sets at least partially affect information preferences, and, possibly, sensitivity with regard to sending and receiving particular broad categories of information.

The possible reason for the rejection of the hypothesis predicting a relationship between extrinsic motivation and career-related information may be on account of the small size of the sample of extrinsically motivated executives. Also, since the extrinsic individual appraises information, per se, as being more important than does the intrinsic individual, then we might expect our extrinsic executive to be more sensitive to any information from his superior. Such a situation, then, might confound any proposed directional relationship between motive set and information preference.

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APPENDIX A

JOB MOTIVATION STUDY

Directions: The following questions attempt to determine different sources of satisfaction people derive from their work. Imagine yourself faced with the following alternatives. With the limited information provided make a decision as to which one you would choose and indicate your choice with a check mark ( ) in the box beside the chosen alternative. Please treat each set of two alternatives separately, do not try to be "consistent". As this is not a testthere are no right or wrong answers. Your answers will be held in strictest confidence.

I would prefer:

a highly respected job with a limited salary	OR	a highly paid but not too well-respected job.
( )		( )
having a position which assures a long-term career even though it may not allow for much creativity and original thinking	OR	having a job with an uncertain future but requiring creativity and new ideas.
( )		( )
to move to a job which offers promotional opportunities but where the work is routine and does not make use of my best abilities	OR	remain in my present position which I find exciting and challenging but which offers me limited chances for promotion and advancement.
( )		( )
to occupy a position in which the work is interesting and absorbing even though others may not have very much respect for the job	OR	a highly respected, socially recognized job, even though the work itself is routine and lacks interest.
( )		( )
a position in which the salary is extremely good but the future of the position is somewhat uncertain.	OR	a position in which the salary is limited but my long term career is assured.

to work at a job in which career and promotional opportunities are at a minimum but where I am able to use my full creative abilities.
( )

OR

to work in a job which requires a minimum of original thinking on my part, but in which career and promotional opportunities are very good.
( )

a job in which the tasks are not particularly interesting but where, at times, my talents and skills are put to excellent use.
( )

OR

a job in which my ability and talent is not put to full use, but where, at times, the tasks are stimulating and absorbing.
( )

a well respected job with an uncertain future
( )

OR

assured long term employment in a job which is "looked down upon" by others.
( )

a modestly-paid position with numerous promotional opportunities
( )

OR

a position which pays an excellent salary but with limited chance for promotion or advancement.
( )

a position in which the work is interesting and absorbing but where my creative ability and ingenuity is not used to any great extent.
( )

OR

a position which, at times, makes use of my ingenuity and creative ability but in which a considerable amount of the work is routine and uninteresting.
( )

working in a position which challenges my abilities but offers little in the way of prestige and social recognition.
( )

OR

a position which offers a great deal of social recognition and prestige but does not allow me to realize my full potential
( )

to move to a position
with limited promotional
opportunities but which   OR
assures me of permanence
and stability in my
career
( )

to move to a position in
which the risk of fail-
ure is high but which
could lead to a size-
able promotion.
( )

a well paid job in which
I am required to do a   OR
large amount of routine
work
( )

an intensely interesting
and absorbing job in
which the salary is
rather modest.
( )

to occupy a position where
my skill and ability is
not challenged to any   OR
great extent, but where
the emphasis is on new
and novel ideas.
( )

to occupy a position
which, at times, re-
quires the use of my
skill and abilities
but where creativity
and ingenuity are not a
main feature of the job.
( )

to work in a highly re-
spected position even though
it holds only limited op-   OR
portunity for promotion
and advancement.
( )

to occupy a position
which offers good pos-
sibilities for advance-
ment even though it is
not highly regarded or
particularly well-
respected.
( )

an interesting, stimulat-
ing position with an   OR
uncertain future
( )

a position which offers
me permanence and secur-
ity but in which the
work is routine and
repetitive.
( )

a position in which the
income is modest but
where the work challenges   OR
my full range of poten-
tial abilities.
( )

a position with a high
income in which the work
lacks challenge and
places few demands upon
my abilities.
( )

a position which re-
quires many new and
novel ideas but which
is not too well-
respected.
(   )

OR

a position which is
highly respected
but does not require
much in the way of
creativity and in-
genuity.
(   )

a position in which
opportunities for ad-
vancement and promotion
are extensive but where
the job requires large
amounts of routine work
(   )

OR

a position in which
the work is inter-
esting and stimulat-
ing even though I
have limited oppor-
tunities for promo-
tion and advancement.
(   )

a position in which my
ability is not chal-
lenged to any great de-
gree but which affords
me a steady, long-term
career.
(   )

OR

a position in which
the work offers
strong challenge to
my ability but gives
little assurance as
to the permanence
of my position
(   )

a job which pays me an
outstanding salary but
which demands very little
of creativity and new
ideas
(   )

OR

a job in which the
salary is limited
but where inventive,
creative ability and
new ideas are essen-
tial.
(   )

APPENDIX B

The following statements indicate some practices which a superior may carry out. Considering yourself as a subordinate, please rank the following statements in accordance with their importance to you in motivating you in your work and in bringing about maximum satisfaction for you on the job.

Practices	Rank (1 to 5)
Takes every opportunity to involve me in decisions he must make.	( )
Goes out of his way to praise me when I do a good job and encourages me when things are not going well.	( )
Consistently evaluates my progress and performance on the job and keeps me "right up to date" on "where I stand" in the organization.	( )
Makes a point of leaving me alone to do my job in the way I think it should be done.	( )
Goes out of his way to keep me posted on any matters affecting my job and the way I do it.	( )